



**PROMOTING INDUSTRIAL ZONES AND INVESTMENT MOBILIZATION**  
**USAID WB/G SO1: EXPANDING ECONOMIC OPPORTUNITIES**  
**CONTRACT No. 294-C-00-00-00071-00**

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<p><b>Palestinian Investment Promotion Agency (PIPA)</b> <b>12-Month Operational Plan: 2004</b></p>
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SUBMITTED ON

**15 SEPTEMBER 2003**

TO THE

**USAID MISSION TO THE WEST BANK AND GAZA**  
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## **Introduction & Background**

This 12-month Operational Plan for 2004 for the Palestinian Investment Promotion Agency (PIPA) is prepared by PRIZIM on the request of the Director General of PIPA, for discussion with the PIPA Board of Directors. Under World Bank funding PIPA prepared a Strategic Plan 2002-2004, which was comprised essentially of three components (a) Institution Building (b) Image Building and (c) Targeted International Investment Promotion. In a USAID funded Strategic Plan Review in 2003, the recommendation was made to (a) Convert the Strategic Planning cycle into rolling 12-month Operational Plans given the political and economic situation in West Bank & Gaza brought about by the Intidafa and the resulting closures and (b) Focus the first of these rolling 12-month Operational Plans in the two areas of Institution Building and Investor Profiling.

The Institution Building area was recommended to focus on a finalization of the inputs made by USAID PRIZIM in the areas of Management Information System (M.I.S.) installation, a Review of Promotion Materials, and the commencement of a new series of Investment Promotion training for staff.

The Investor Profiling area was recommended as a “bridge” promotion activity for PIPA management until the political situation adjusts. In this “bridge” promotion activity, PIPA management are encouraged to maintain business relationships with the firms representing the primary FDI (Foreign Direct Investment) into the Middle East region in industry sectors of interest to PIPA. PIPA management has at its disposal all relevant information on these firms from recent PRIZIM reports.

The PIPA Board of Directors has approved the recommendation of the Strategic Plan Review, and in a meeting between PRIZIM and PIPA management in mid June 2003 which reviewed the current political and economic environment, a request was made to PRIZIM to prepare an 12-month Operational Plan for 2004.

## **Operational assumptions underlying 12-Month Operational Plan**

For 2004 the assumption is that there will be a gradual improvement in operational business conditions in West Bank & Gaza as the Roadmap process develops slowly, however the environment is still not conducive to proactive investment promotion by PIPA to targeted investors. Therefore the 2004 Operational Plan will focus, as recommended by the PRIZIM Strategic Review on a combination of continued Institutional Development and Investor Profiling. Regarding technical assistance support to PIPA, it is assumed that USAID’s input under PRIZIM is complete by end September 2003, and that PIPA will enter discussions with the World Bank and the UNDP for funding for 2004 and gain support.

Looking forward to 2005 the assumption is that there will have been a reasonable amount of progress on the Roadmap process, and that PIPA should begin to prepare gradually for proactive investment promotion to selected targeted investor groups. Therefore the 2005 Operational Plan will most likely focus on Preparation for Proactive Promotion. . Regarding technical assistance support to PIPA, it is assumed that USAID’s input under PRIZIM is complete by end September

2003, and that PIPA will have had discussions with both the World Bank and UNDP for 2004, and that these organizations will extend support for both 2004 and 2005.

### **PIPA Mandate, Legal Basis, Funding and Board**

*Mandate* - While PIEFZA undertakes investment promotion activities specifically relating to investment in industrial estates and free zones, PIPA's mandate covers generic investment promotion activities for the West Bank and Gaza, and the investment facilitation/one-stop-shop concept for all locales outside industrial estates and free zones.

*Legal Basis*- The Investment Incentives Law of Palestine outlines the investment incentives and guarantees available for inward investment in the West Bank & Gaza. It provides the statutory framework for the establishment of the Palestinian Investment Promotion Agency (PIPA).

*Funding* - By law, PIPA is funded by resources resulting from fees paid for project licenses, fees from revenue stamps, financial fines, as well as grants made by local and international organizations to it. All proceeds and revenues of PIPA are deposited in a dedicated account at the MOF, and a special budget is allocated PIPA within the PA's annual general budget.

*Board* – The Board has 13 voting members and is chaired by the Minister of National Economy. The eight PA ministries represented include National Economy, Finance; Agriculture; Tourism; Housing; Planning, International Cooperation; Palestinian Monetary Authority. Five representatives of Palestinian private sector institutions also have voting memberships.

The following activities describe the broad mandate of PIPA:

1. Supervises and evaluates policies and investment and make recommendations to the Council of Ministers for the amendment of investment incentives.
2. Oversees foreign investment promotion.
3. Advise the Minister of National Economy and Minister of Finance on sound investment policies.
4. Issues confirmation on investments.
5. Creates and maintains an investment register.
6. Oversees investment projects benefiting from incentives.
7. Controls any Palestinian law or regulation which may restrict, limit or prejudice any rights and guarantees provided in the Investment Incentives Law, and submits such amendments to the Council of Ministers, as necessary.
8. Assists the PA in abiding by any investment agreement concluded with another state or international organization.

9. Establishes a strong working relationship with all appropriate Palestinian bodies to guarantee the formulation of a national investment promotion strategy.
10. Prepares an annual report on the activities of the Authority including the auditing financial data of the Authority.
11. Oversees the continued improvement of investment related legislation and approves plans and programs that contribute to the provision of an adequate investment climate.
12. Issues an annual investment guidebook on Palestinian investment opportunities.
13. Creates a “one stop shop” offering all facilities to investors to complete the steps for establishment of their projects, such as licenses.
14. Approves the regulations applicable to Authority personnel and determine the organizational structure of the Authority in accordance with Civil Service Law.
15. Appoints consultants and experts for a limited period of time, as stipulated by the Board of Directors.

## **2004 Operational Plan**

### *Key Objectives for PIPA*

The key objectives for PIPA to achieve by 2004-year end are:

- An efficient Investor Facilitation and Reception service in place throughout the West Bank and Gaza.
- An efficient Management Information and Investor Tracking system in place and operational.
- An efficient One Stop Shop system in place between PIPA, the PA ministries and the municipalities.
- The establishment of a robust Research Department capable of carrying out in house target FDI research at firm level.
- The establishment of an operational Gaza office, to the levels of West Bank.
- Meetings to be held with at least 60 of the leading FDI investors in the Middle East region, in sectors of interest in the medium term to West Bank and Gaza.
- Installation of an investment policy capability to allow PIPA to contribute to PA Cabinet issues as they affect future FDI into West Bank and Gaza.
- Agreement with at least one donor of a funding project for PIPA promotional operations in 2005/2006.
- Implementation of a Management by Objectives (MBO) system in the organization to commence in 2004.

These PIPA key objectives represent the Key Result Areas of the Management by Objectives (MBO) of the Director General, and form the basis of his reporting and accountability to the

PIPA Board. In August 2003 the USAID PRIZIM project will conduct MBO workshops with senior PIPA management to ensure the commencement of the MBO system by 2004 and the division of these key objectives to senior managers throughout the organization.

### Track 1: Institutional Development

There still remain a number of inputs necessary to complete the institutional development process within PIPA. Actions recommended are detailed by quarter:

#### **A. Operationalization of the Management Information System (M.I.S.)**

From July 2003 Asal Technologies will install the M.I.S. and over a period of 80 days in West Bank and Gaza, during the system installation, will train PIPA staff in all aspects of operating the MIS in such areas as technical training, system structure loading and updating, source codes, functionality and relations, integration with other systems/applications, end user training and database maintenance and administration. It is envisaged that during 2004 in each quarter a further series of advanced staff training workshops will be mounted on all aspects of the Investor Tracking system and the Management Information System. Given the nascent nature of the current human resource capacity, we believe it will require a 12-month period during 2004 to fully operationalize the M.I.S.

#### ***Benchmark Outputs***

1<sup>st</sup> Quarter Workshop: 2-day workshop (individual sessions combined with group sessions) with marketing staff on Investor Tracking System simulation, entry and follow up processes.

2<sup>nd</sup> Quarter Workshop: 2-day workshop (individual sessions combined with group sessions) with administrative, marketing and financial staff on system structure loading and updating on the Management Information System (M.I.S.)

3<sup>rd</sup> Quarter Workshop: 1-day workshop with PIPA Board and Management to consider the utility of the M.I.S. and I.T.S. report outputs to date under the new system, and to fine-tune these outputs as required.

4<sup>th</sup> Quarter Workshop: 2-day workshop with marketing staff on Investor Tracking System simulation, entry and follow up processes.

These workshops should be facilitated by a combination of local and international experts.

#### **B. Establishment of an Investor Aftercare Program**

Best practices in investment promotion indicate that an Investor Aftercare program is necessary in order to (a) conduct a series of rolling audits on the performance of the investors business in the new environment (b) develop a series of tailored intervention plans at the regulatory level to support the new investor (c) trouble shoot for the new investor at government departments and other approval agencies, i.e. to really operationalize the One Stop Shop, and to ensure that the One Stop Shop personnel follow up on each case.

Given the political situation in West Bank and Gaza this program was not designed and developed under the PRIZIM, and resources under the project were dedicated to more pressing needs. Now, in preparation for a gradual return to conditions where investment can begin to flow in as per the assumptions above underlying this Operational Plan it is recommended that such a program be designed in 2004, and imbedded into the operations of PIPA.

### ***Benchmark Outputs***

1<sup>st</sup> Quarter: PIPA management to prepare a Board paper detailing the modalities and staffing of an Aftercare Program. A Manager to be appointed by PIPA to oversee the activity and appropriate staff allocated to the function.

2<sup>nd</sup> Quarter: Launch of the Aftercare Program in 3 selected cities of the West Bank as a test. 20 current investors will be selected. This launch activity to be completed within the 2<sup>nd</sup> Quarter and reviewed prior to extension to other markets.

3<sup>rd</sup> Quarter: Launch of the Aftercare Program across West Bank and Gaza, under the supervision of a Manager responsible for the activity.

4<sup>th</sup> Quarter: Preparation by PIPA by end of 4<sup>th</sup> Quarter of a short briefing note summarizing the achievements during 2004 of the new program, and of the program for 2005.

## **C. Establishment of a Research Department**

Under Track 2 (Investor Profiling) below we detail our recommendations regarding the necessity for PIPA management to systematically monitor the movements of FDI into the region in those industry sectors of interest to a future Palestine. The research of these FDI movements under the PRIZIM project has been completed largely by the contractor providing the technical assistance. In order to imbed this activity into PIPA, it is recommended that a robust Research Department be established which will have the capacity to undertake these activities itself. Given the technology available through local ISP's, all this research work can be undertaken from PIPA. New local staff may need to be hired, and trained.

### ***Benchmark Outputs***

1<sup>st</sup> Quarter: PIPA management to prepare a Board paper detailing the modalities and staffing of a Research Department. A Manager to be appointed by PIPA to oversee the activity and appropriate staff allocated to the function.

2<sup>nd</sup> Quarter: Analysis carried out of the four recent papers (a) WBG Investor Targeting Strategy (b) 2002 Update of the Investor Targeting Strategy with focus on Middle East FDI movements (c) The Investor Targeting Profile analysis (d) the Palestinian Diaspora report. This analysis will be used as a training tool for new staff of the Research Department to familiarize them with the research work required. Expert advice will be required here.

3<sup>rd</sup> Quarter: Creation of a Target Sector Database and a Firm Level Target Database. This work will coincide with the Investor Profiling detailed in Track 2 below.

4<sup>th</sup> Quarter: Ongoing work to populate both the Target Sector Database and the Firm Level Target Database.

#### **D. Israeli Co-ordination Offices (Allenby and Raffa)**

PIPA management has expressed an interest in investigating the establishment of two Co-ordination offices with the Israeli authorities to facilitate the inward movement of investors. These offices would be located at the Allenby Bridge crossing to Jordan and the Raffa crossing to Egypt.

The primary purpose of these offices is to ensure incoming investors are facilitated and accompanied during any interaction with the Israeli authorities. It is recommended that the establishment of these two offices be investigated from 2004.

#### ***Benchmark Outputs***

1<sup>st</sup> Quarter: PIPA management to arrange a meeting with Israeli authorities through approved channels to present the concept. If the political situation continues to improve this will become a PIPA priority. Discussions will be held with Israeli authorities of the modalities of the offices.

2<sup>nd</sup> Quarter: Launch of an Investor Reception office as a “test” in one location, if Israeli authorities accept concept. Monitoring of the operations of the office.

3<sup>rd</sup> Quarter: Assuming the “test” is successful, a second office will be opened and again will be monitored over a 3-month period.

4<sup>th</sup> Quarter: Ongoing monitoring of the Investor reception offices by PIPA management, in close coordination with the Israeli authorities.

#### **E. Human Resource Development**

The purpose of this activity is to begin training of the PIPA staff in active investment promotion techniques, as we assume that 2005 will be a serious Preparation year for active investment promotion to targeted groups. In 2004 we now recommend the commencement of a new level of investment promotion training. Details as follows:

*Individual Skill Building.* These sessions will focus on increasing the management and interpersonal capabilities of individual PIPA staff members. A combination of lectures, videos, and role-playing exercises will provide training in a wide range of skills such as preparing *and giving* sales presentations; negotiation and selling *techniques*; *time* management; telephone preparation for *site* visits; *the development of* standard operational procedures and forms; *and the account* executive approach to investment promotion. Participants will be required to take an



active role, including taking part in group presentations and completing "homework" assignments and other exercises to ensure that these skills are actively practiced.

*Investment Promotion Techniques.* These sessions will teach PIPA management and staff the "tried and true" investment promotion techniques that have been effectively employed by other successful investment agencies worldwide. The session will focus on the following two key themes:

*Developing the Investment Promotion Product.* Including how to analyze your country "product," identifying competitive and comparative advantages and constraints; building competitive advantage and positioning the country in the global marketplace; and the policy, legal, and physical prerequisites for success.

*Applying Investment Promotion Techniques and Delivery Methods.* This general area will address basic categories of services (image building, investment generation, and investor services); evaluating various delivery method options; (e.g., public relations, advertising, telemarketing, trade shows, promotion materials, etc) special investment promotion techniques; (e.g. sub-contract promotion, matchmaking and shelter programs) developing an optimal marketing and promotional mix; and planning and conducting a successful promotion campaign.

*Targeting High-Potential Customers.* This general area will teach PIPA management and key technical staff members how to target potential investors. The topics to be covered will include comparative and competitive advantage approaches to targeting; the importance of end-user market orientation; and the effectiveness of sectoral, geographic, and company size-oriented targeting approaches.

### ***Benchmark Outputs***

1<sup>st</sup> Quarter: *Individual Skill Building.* Two workshops to be completed. These workshops will focus on increasing the management and interpersonal capabilities of individual PIPA staff members.

2<sup>nd</sup> Quarter: *Developing the Investment Promotion Product.* Two workshops to be completed. These workshops will focus on how to analyze your country "product," identifying competitive and comparative advantages and constraints, and on building competitive advantage.

3<sup>rd</sup> Quarter: *Applying Investment Promotion Techniques and Delivery Methods.* Two workshops to be completed. These workshops will address basic categories of services particularly image building, investment generation, and investor services.

4<sup>th</sup> Quarter: *Targeting High-Potential Customers.* Two workshops to be completed. These workshops will teach PIPA management and key technical staff members how to target potential investors.

## **F. Gaza Office Establishment**

During 2003 PIPA established its Gaza City office. To date the office lacks infrastructure and indeed the personnel require extensive training and guidance. In June 2003 the UNDP provided PIPA with a grant of US\$100,000 to upgrade the infrastructure of the office. This amount is being programmed in by PIPA during August/September 2003.

During the Operational Plan 2004, a training needs assessment of the Gaza office is required, and subsequently a Gaza specific training program will be required to bring the staff there up to the level of the Ramallah office staff.

### ***Benchmark Outputs***

1<sup>st</sup> Quarter: PIPA management to prepare (a) a Training Needs Assessment of the personnel of the Gaza office (b) an Operational Plan for 2004 for the Gaza office that incorporates the Investor Aftercare Program detailed above.

2<sup>nd</sup> Quarter: *Individual Skill Building for Gaza.* Two workshops to be completed. These workshops will focus on increasing the management and interpersonal capabilities of individual PIPA staff members in the Gaza office, and will be tailored specifically to the distinct needs of Gaza.

3<sup>rd</sup> Quarter: Ongoing monitoring of the performance and workload of the Gaza office, with particular reference to the Investor Aftercare Program and the imbedding of the Management Information System into Gaza.

4<sup>th</sup> Quarter: Preparation by PIPA Gaza by end of 4<sup>th</sup> Quarter of a short briefing note summarizing the achievements during 2004 of the new office and of the program for 2005.

## **G. One Stop Shop Review**

A review of the current PIPA One Stop Shop operations is recommended. In particular linkages with the Municipalities need to be addressed and solidified. During the last 2 years the linkages between PIPA Head Office and the Municipalities regarding investor location and investor servicing have been effectively severed owing to the closures. With the advent of the Roadmap and the opportunity for a political settlement in the period of 2 years, PIPA management wish to now review the systems and procedures in place across the West Bank and Gaza municipalities for investor servicing to “ready” an efficient One Stop Shop service to future investors.

### ***Benchmark Outputs***

1<sup>st</sup> Quarter: PIPA management to prepare a review of the existing One Stop Shop standard operating procedures, and to recommend changes that enhance performance. Discussions to be held with all Municipalities and relevant Ministries in order to prepare this review.

2<sup>nd</sup> Quarter: PIPA management to present the review to the PIPA Board and to recommend a schedule for implementation of recommended changes.

3<sup>rd</sup> Quarter: Implementation of recommended changes between PIPA (Ramallah and Gaza) and the Municipalities and the relevant PA Ministries.

4<sup>th</sup> Quarter: Preparation by PIPA by end of 4<sup>th</sup> Quarter of a short briefing note summarizing the achievements during 2004 of the revisions to the One Stop Shop, and of outstanding revisions to be completed in 2005.

## **H. Update of Promotional Materials**

In 2003 the PRIZIM project will be providing advise to PIPA on updating of the promotional materials. However it is not envisaged that the project will have the funds to support a reprinting of existing material or a printing of new material. For the 2004 Operational Plan a new set of materials should be printed assuming the political situation becomes increasingly better. A budget allocation should be provided for this.

### ***Benchmark Outputs***

1<sup>st</sup> Quarter: PIPA management to prepare a set of printed brochures, which will be suitable for the meetings detailed below under Track 2, Investor Profiling. Given the very difficult nature of the political environment it is recommended that expert advice be sought on a set of materials.

2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> Quarters: Distribution of these new printed materials to a targeted list of firms and individuals, including the Palestinian Diaspora.

## **I. Preparation of a Funding Submission to UNDP, the World Bank and the European Commission.**

The USAID PRIZIM project support to PIPA ends September 2003. In order to supplement the core funding for PIPA, PIPA management will prepare a funding document for presentation to UNDP, the World Bank and the European Commission. This document will detail the 2004 Operational Plan detailed here as the basis for the funding request.

PRIZIM will join with PIPA management in the 3<sup>rd</sup>. Quarter 2003 in presenting this document to the UNDP, the World Bank and the European Commission.

The following technical assistance inputs are required by PIPA to fully implement both the Institutional Development and Investor Profiling tracks.

- Management Information System (M.I.S) expert
- Market Research expert to establish and operationalize the Research Department.
- Investment Promotion expert in Ramallah to lead the implementation of the 2004 Operational Plan.
- Investment Promotion expert in Gaza to mentor staff and assist in establishment of new office.
- Budget to update promotional materials
- Budget for update of Investor Targeting Strategy
- Budget for outward investment missions to visit “profiled investors” as discussed above.

## Track 2: Investor Profiling

PIPA management is agreed that active investment promotion to targeted investors is not realistic during 2004, owing to the political situation. However it has been agreed that PIPA management needs to begin the process of monitoring the movements of inward foreign direct investment (FDI) into the Middle East region in those industry sectors where a future Palestine would be competitive for these flows. We recommend that PIPA management, on a systematic and ongoing basis in 2004, meet with 60 of these firms who are driving the Middle East regional FDI and to use these meetings to (a) establish contact and become acquainted with the firms future FDI plans for the region (b) understand the driving forces behind the current FDI flows to the region.

**Table 1: West Bank & Gaza - First and Second Tier Countries Targeted for Investment Promotion: 1999**

	First Tier Countries	Second Tier Countries
<b>Information Technology</b>	Israel United States United Kingdom Germany	Sweden Canada Denmark Norway Japan India Finland France Spain
<b>Apparel Manufacturing</b>	Israel United Arab Emirates France Italy United Kingdom China/Hong Kong South Korea Taiwan	Germany Japan Spain
<b>Stone and Marble</b>	Italy Spain	China India Germany Saudi Arabia South Africa United Arab Emirates United States

The table above details first and second tier countries targeted for investment promotion. This analysis comes from the PRIZIM project funded Palestinian Investor Targeting Strategy, which was completed in 1999. At that time the Arab League reported that between 1985-1998, pan-Arab FDI totaled US \$11 billion and US \$2.25 billion in 1998 alone. Hence, while the developing countries of the West and Japan should be considered as primary targets for investment promotion activities, PIPA should also continue to look for FDI from the Arab world. Not only is there considerable sympathy for the plight of the Palestinians and greater familiarity with the West Bank and Gaza and the regional market, but also the growth in pan-Arab investment is encouraging. Conditions have changed dramatically since then, both in the Middle

East region and in Palestine. This needs to be updated at the beginning of the 2004 Operational Plan, and budget needs to be allocated for this.

We recommend that the chart detailing announced FDI in the Middle East from a previous PRIZIM report in 2002 be updated in early 2004 under funding to be received for this Operational Plan 2004, and that once completed, PIPA management and/or its consultant advisors meet with a target of 60 firms from this list to establish contact and become acquainted with future FDI plans in the region.

To summarize the actions recommended under this Investor Profiling track 2 (a) update the 1999 Investor Targeting Strategy (b) Update the chart detailing the firm level announced FDI flows into the Middle East region (c) Draw up a list of target firms from this chart to visit (d) Conduct the visits (e) Enter data into the Investor Tracking System.

### ***Benchmark Outputs***

1<sup>st</sup> Quarter: Update the Middle East announced FDI table and breakout by Stone and Marble, Information Technology, Textiles and Apparel Manufacturing, Tourism and Infrastructure.

2<sup>nd</sup> Quarter: Make contact with a target universe of 100 firms involved in FDI into the Middle East in the previous 2 years in the above sectors, brief them on the purpose of the program.

3<sup>rd</sup> Quarter: Prepare a series of itineraries for PIPA senior management to visit approximately 60-targeted firms, and begin to undertake these visits. A semi-structured interview questionnaire should be drawn up for PIPA management to use as a tool for structuring the reporting of these meetings, and the populating of the Investor Tracking System database with the outputs of these meetings.

4th Quarters: PIPA management to prepare a report for the Board on the findings and recommendations for PIPA operations from the series of Investor Profiling meetings.

### **Towards 2005**

This 2004 Operational Plan has its primary objective the beginning of the preparations for PIPA to once again become engaged in 2005 in active investment promotion. The update of the Investor Targeting Study will be important as it will point PIPA as to where the initial FDI will flow into Palestine after the successful completion of the political Roadmap. Sectors such as Infrastructure and issues such as Privatization will become important, and target investors from the Palestinian Diaspora and the Middle East Gulf States will also become increasingly important.

This 2004 Operational Plan is prepared by PRIZIM in conjunction with the Director General of PIPA, and following discussions in August 2003 will be finalized.

Table 2: PIPA Operational Plan



